

**Director, Registration and Elections**  
**Recruitment Plan**

**Recruitment Team:**

Paris Brown, Director, Personnel Department  
 Dorothy Bethel, Personnel Manager, Recruiting Division, Personnel Department  
 April Pye, Administrative Chief, Registration and Elections  
 Brigitte Bailey, Administrative Coordinator III, Registration and Elections  
 (Recruitment Team-recommended and unanimously approved by the BRE)

ACTION ITEM	COMPLETION DATE	NOTES/UPDATES/STATUS
Develop recruitment plan and present to Personnel	7/22/11	
Review and revise job description and submit to Personnel for review and recommendations.	7/22/11	
Review recruitment plan with BRE and provide overview of meeting with Personnel	8/11/11	
Personnel Director, Paris Brown, will meet with the BRE to determine any additional requirements, desires, etc. for their ideal candidate if needed.	TBD	
Submit updated job description to BRE for approval following Personnel review and approval.	8/11/11	
BRE had a change in the job description-they wanted to eliminate the specific field of study a person had to have a degree in and just require a Bachelor's in a related field. This change was submitted to Personnel on 8/17/11. Personnel indicated this could not be done; a field of study had to be cited. Personnel including additional fields of study to be more inclusive. Discussed at September BRE meeting and BRE approved Personnel's revisions. Sent to Board Chair for signed approve.	9/20/11	Changes made, approved by BRE Chair on 9/20/11 for posting. Sent to Personnel for updates and final
Obtain Freeze Lift Waiver approval from Finance and the County Manager's Office	10/12/11	Request sent to Finance on 10/5/11
Posting to be posted for a period of 4 weeks.	10/17/11-11/17/11	
Conduct recruitment efforts via the following portals: <ul style="list-style-type: none"> <li>▪ Fulton County Website</li> <li>▪ Elections Center</li> </ul>	10/17/11	

<ul style="list-style-type: none"> <li>▪ VRAG</li> <li>▪ GEOA</li> <li>▪ IACREOT</li> <li>▪ Alliance for Innovation</li> <li>▪ ICMA</li> <li>▪ Electionline.org</li> <li>▪ National Association of Election Officials</li> <li>▪ National Association of State Election Directors</li> <li>▪ Association of Elections Administration</li> </ul> <p>Recommend announcement to remain active for 4 weeks with the option to extend if needed.</p>		
<p>Select panel of election officials and/or county departmental executive management to review and pre-screen applications to select the top 15 applicants to pre-qualify (this is considered Phase 1 of the interview process). Preliminary panel members will conduct the preliminary interviews. Suggested panel members to conduct preliminary pre-qualifying interviews:</p> <ul style="list-style-type: none"> <li>▪ Ann Hicks, Elections Director, Secretary of State's Office</li> <li>▪ Sharon Dunn, Retired Cobb County Elections Director</li> <li>▪ Gary Smith, Retired Forsyth County Elections Director</li> <li>▪ Gloria Champion, Retired Fulton County Elections Director</li> <li>▪ John Sullivan, Retired Fulton County Registration Chief</li> <li>▪ Lyn Ledford, Director, Gwinnett County Registration and Elections Department</li> <li>▪ Maxine Daniels, Director, DeKalb County Registration and Elections Director</li> <li>▪ Lisa Carter, Assistant to the County Manager, Fulton County</li> </ul>	8/24/11	<p>Panel selected, confirmed and approved by the BRE</p> <p>Gary Smith, Retired Director, Forsyth County</p> <p>Gloria Champion, Retired Director, Fulton County</p> <p>Lisa Carter, County Manager's Office (Paris Brown, Personnel Director and lead of the National Search, replaced Lisa Carter was not able to serve)</p>
Register of qualified applicants received from Personnel recruiting	12/002/2011	
Conduct preliminary pre-qualifying interviews with applicants via a phone and/or in person interview with both traditional and behavioral based questions. Provide a summary of the interview outcomes to the BRE for review along with a recommendation of the top 3 to 5 candidates. Refer the top pre-qualified 3 to 5 candidates to the BRE (Phase 2 of interviewing).	12/13/2011 and 12/14/2011	Register received 12/2/11. There are a total of 9 qualified applicants. These candidates were interviewed via phone interviews by the preliminary review panel on Dec 13 <sup>th</sup> and 14 <sup>th</sup>
BRE to select the top 3 to 5 candidates from Phase 1 interview.	1/2011	Following an initial interview by the election expert panelists, Mr. Riley expressed concerns to the

		<p>panelists about the recruiting process and the political party affiliations of the candidates. Mr. Riley called an emergency meeting of the BRE. Mr. Riley and two other BRE members present at the emergency meeting decided that the BRE would interview all nine candidates for the Director's position.</p> <p>A candidate, Mr. Rozell withdrew his name from the pool of applicants.</p>
<p>BRE to conduct Phase 2 Interview and select candidate for hire.  <i>Note- BRE is not to notify candidate of offer until background and reference check is complete.</i></p>	1/2011	<p>Following an initial interview by the election expert panelists, Mr. Riley expressed concerns to the panelists about the recruiting process and the political party affiliations of the candidates. Mr. Riley called an emergency meeting of the BRE. Mr. Riley and two other BRE members present at the emergency meeting decided that the BRE would interview all nine candidates for the Director's position.</p> <p>A candidate, Mr. Rozell withdrew his name from the pool of applicants.</p>
<p>Recruitment team to conduct a reference check (last 3 employers), conduct background check to include a criminal check and verify any certifications. Present these findings to the BRE for selection</p>	1/2011-2/2011	<p>Not completed-BRE interviewed all nine candidates (in state applicants interviewed in person, out of state candidates interviewed via phone). BRE announced recommendation-No back ground check conducted</p>

		on recommended candidate who was serving as Interim Director. Memo to BOC to approve recommendation sent to the BOC for Feb. 15 <sup>th</sup> agenda as directed by the Interim Director, Samuel Westmoreland on behalf of BRE.
BRE and recruitment team to work with the top candidate in negotiation of salary.	1/2011-2/2011	Salary determined by BRE for \$105K. Requested higher than minimum forms completed and approved by Finance and Personnel. No final approval from the County Manager's office has been received.
Present candidate to the BOC for recommendation for hire.	2/2011	
Start date of New Director	2/2011	

Recruitment efforts conducted via the following portals:

- Fulton County Website
- Elections Center  
[dlewis@electioncenter.org](mailto:dlewis@electioncenter.org)
- VRAG  
[Beth.Kish@cobbcounty.org](mailto:Beth.Kish@cobbcounty.org)
- GEOA  
[baldwinprobate@yahoo.com](mailto:baldwinprobate@yahoo.com)  
[rbridges@chathamcounty.org](mailto:rbridges@chathamcounty.org)
- IACREOT  
[tsjthree@msn.com](mailto:tsjthree@msn.com)
- Alliance for Innovation  
[jobs@transformgov.org](mailto:jobs@transformgov.org)



lsierra@transformgov.org  
jrollins@transformgov.org

- ICMA  
advertising@icma.org  
We have Personnel to advertise with them with the Employer Account
- Electionline.org  
mmoretti@pewtrusts.org and mmoretti@electionline.org
- National Association of Election Officials  
info@nacrc.org or 919-459-2080
- National Association of State Election Directors  
services@nased.org
- National Association of Counties (NACo)  
cjohnson@naco.org On-line ad submission form

**SCORE SHEET**JOB TITLE: Director-(Preliminary Interviews) Registration and ElectionsINTERVIEW DATE: December 13, 2011

	RATER #1	RATER #2	RATER #3	TOTAL	RANK ORDER
CANDIDATE	Smith	Champion	Brown		
Joseph Rozell	4.00	2.78	4.67	3.82	4th
Jacqueline Blackwell	2.44	2.67	3.33	2.81	9th
Gordon Joyner	4.11	4.56	4.33	4.33	1st
Mary Herrera	2.89	4.56	4.78	4.08	3rd
Justine Boyd	4.00	4.00	4.33	4.11	2nd
Gregory MacKay	3.44	3.33	4.44	3.74	5th
James Massey	3.22	2.67	4.56	3.48	6th
Samuel Westmoreland	2.67	2.22	4.00	2.96	7th
Barney Thomas	2.89	2.78	3.11	2.93	8th

**Selections:**

- 1<sup>st</sup> Gordon Joyner
- 2<sup>nd</sup> Justine Boyd
- 3<sup>rd</sup> Mary Herrera
- 4<sup>th</sup> Joseph Rozell
- 5<sup>th</sup> Gregory MacKay

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